Teaching and Training

Teach & Train

Instructor Information

Teach & Train

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References

- **Army Regulation 20-1, Inspector General Activities and Procedures, Chapter 4**

- **The Teaching and Training Guide**

Enabling Learning Objectives (ELOs)

Reference: Advance Sheets

Page 24

ELOs

ELO

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1. Describe how IGs can conduct teaching and training as both an embedded and independent function.

2. Describe the purpose and goals of an IG-to-IG Staff Assistance Visit.

3. Describe the purpose and objectives of a Readiness Assistance Visit.

4. Describe the seven steps of a Readiness Assistance Visit and their outputs.

Army Force Generation "A Significant Paradigm Change"

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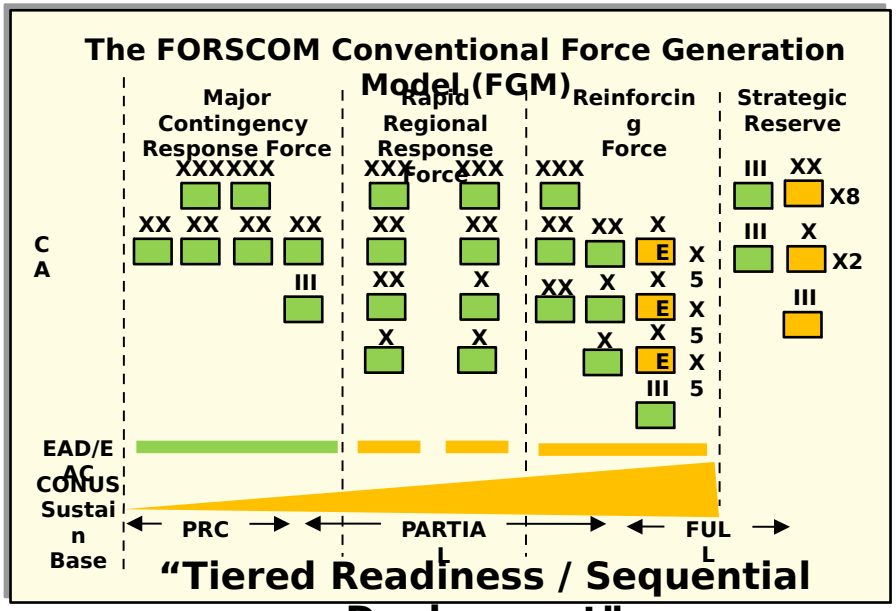
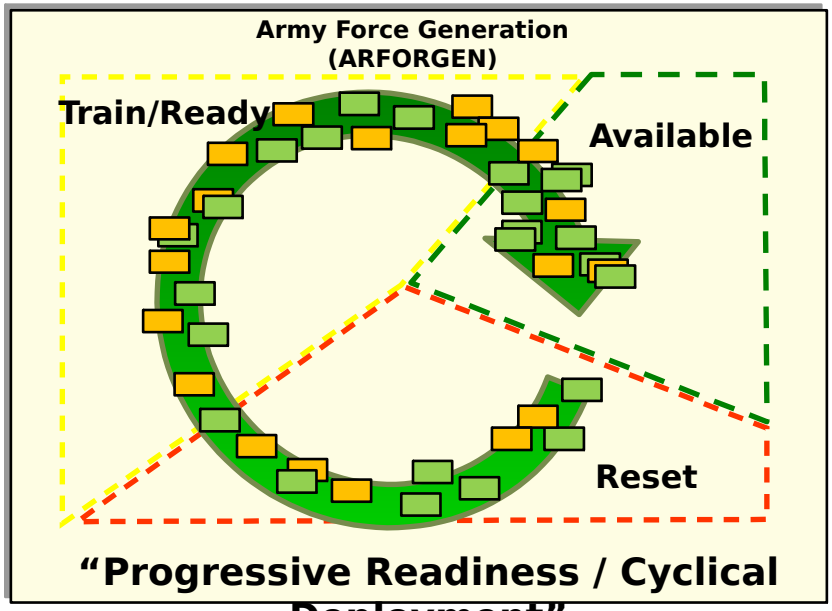
Linea



Rotational



Pre - 2006 **Post - 2006**

Policies, Procedures, Processes ≠ Policies, Procedures, Processes

Legend: AC Unit RC Unit

Persistent Conflict – Modular Forces – Supply / Demand Mismatch

The "New Norm"
ARFORGEN + Modularity + Integrated RC

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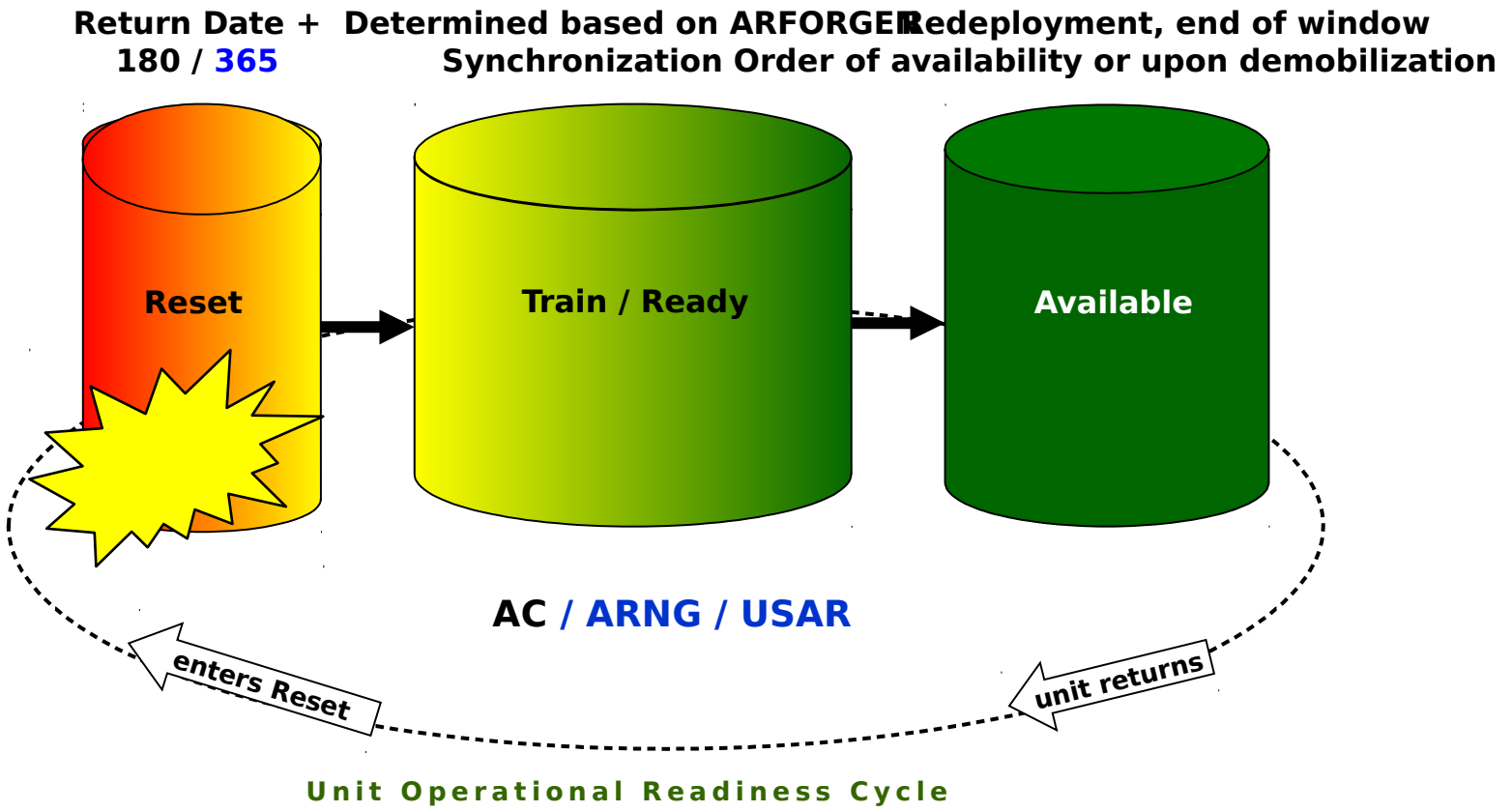

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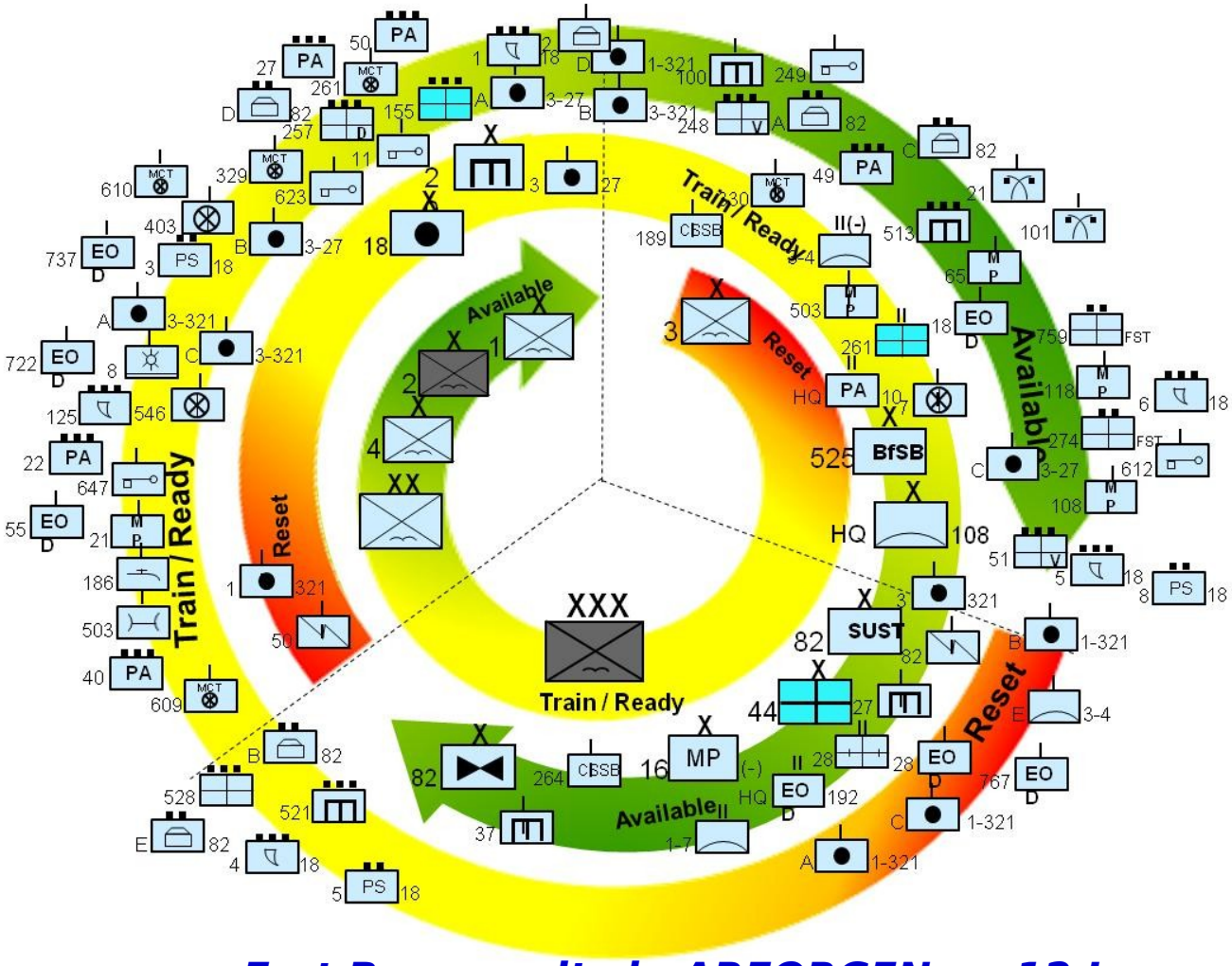
ARFORGEN: Synchronizing the Complex

Units on the same installation are in different ARFORGEN force pools!



Fort Bragg units in ARFORGEN on 12 January

Teaching and Training

Teach & Train **"The Fourth Pillar"**

- **Embedded Function within the Big Three**
- **Independent Function**
  - ***Increase Readiness and Warfighting capability***

Teaching and Training as an Embedded Function

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Inspections

- **Proactively resolves issues that affect unit readiness and warfighting capability.**
- **Promotes and reinforces good performance and best practices.**
- **Underscores leadership priorities.**

If it's important – inspect what you expect

Teaching and Training as an Embedded Function

ELO 1

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Inspections

- **Role of the IG in the OIP.**
- **Conducting inspections "makes the units better".**
- **Principles of inspections:**

  Instructive - *No inspection is complete if the units or agencies inspected have not learned about goals and standards and how to achieve them.*

The Teaching and Training Guide, Section 2-1, page 2-1-1

Teaching and Training as an Embedded Function

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Assistance

"Make heroes of the chain of command."

LTG R. Steven Whitcomb
63rd The Inspector General

"What did I do for Soldiers today?"

LTG Stanley E. Green
62nd The Inspector General

Teaching and Training as an Embedded Function

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Assistance

- **Render assistance**
- **Help Commanders correct injustices**
- **Eliminate conditions detrimental to the efficiency or reputation of the Army**
- **Record and analyze data for corrective action**
- **Report on the status of the Army**

Teaching and Training as an Embedded Function

ELO 1

Teach & Train

Assistance

- **Explaining standards to complainants when they do not understand the current policy in unfounded issues.**
- **Teaching and training the chain of command on standards.**
- **Opportunities for teaching and training in closure letters (Step 5 of the Inspector General Action Process).**

The Teaching and Training Guide, Section 2-2, page 2-2-1

Teaching and Training as an Embedded Function

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Assistance

"The day Soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership."

General Colin Powell

Teaching and Training as an Embedded Function

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Investigations

- **Resolve allegations of impropriety**
- **Unwavering commitment to standards**
- **Focus on Army values**
- **Fairness and equity to all personnel**
- **Protect the best interests of the Army**

Teaching and Training as an Embedded Function

ELO 1

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Investigations

- **Explain standards to witnesses and subjects / suspects**
- **Teaching and Training found in ROI / ROII recommendations**
- **Opportunities found in "Other Matters"**
- **Perceptions affect readiness**

The Teaching and Training Guide, Section 2-3, page 2-3-1

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Teaching and Training as an Independent Function

- **Direct Teaching and Training Opportunities**
  - **IG-to-IG Staff Assistance Visits**
  - **Readiness Assistance Visits**

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Teaching and Training as an Independent Function

ELO 1

Direct Teaching and Training Opportunities

- **Local company commander and 1SG courses**
- **Officer and NCO Professional Development Programs**
- **Newcomer / in-processing briefings**
- **Pre-command courses**
- **Post change-of-command office calls**
- **Local newspapers and unit newsletters**
- **IG Leader Guides**
- **Initial-Entry Training (IET) IG orientatio**
- **Theater orientation programs**

IG Concept and System

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Teaching and Training as an Independent Function

ELO 2

IG-to-IG Staff Assistance Visit

- **Review a sampling of completed IGARS**
- **Review recent IG Inspection reports**
- **Review a sampling of trends generated from IGARS**
- **Review ROIs / ROIIs**
- **Verify compliance with Intelligence Oversight program**
- **Provide ideas on file management**

Other Staff Assistance Visits

The Teaching and Training Guide, Section 3-2, page 3-2-1

Readiness Assistance Visit (RAV)

ELO 3

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Readiness Assistance Visits (RAVs) allow IGs to assist Operating Force (Corps / Division) units occupying the Reset Force Pool by:

Teaching incoming personnel how to inspect their organizatio

Teaching the unit about the Organizational Inspection Progra

Assisting a unit in re-establishing systems

eadiness Assistance Visits (RAVs) are NOT Inspection

. . . and they are NOT a substitute for Initial Command Inspections or Subsequent Command Inspections

The Teaching and Training Guide, Section 3-3, page 3-3-2

Readiness Assistance Visit

RAV Seven-Step Process

Step 1 Research	Step 2 Concept Development	Step 3 Detailed Planning
Step 4 Preparation and Rehearsal	Step 5 Conduct the RAV	Step 6 Results to the Directing Authority
	Step 7 Follow-Up	

The Teaching and Training Guide, Section 3-3, pages 3-3-1 to 3-3-5

Readiness Assistance Visit

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Step 1

RESEARCH

Nature of the unit and what systems require re-establishment

- **Review higher commander's guidance**
- **Review METL**
- **Review the regulatory requirements for unit administration**
- **Consult SMEs required to assist the unit**
- **Review previous Command and Staff Inspections**
- **Assemble and review existing unit inspection checklists**

Readiness Assistance Visit

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Step 2

DEVELOP CONCEPT

- **The RAV concept is the blueprint for your RAV plan and forms the basis of your concept-approval briefing.**
- **The concept is nothing more than a plan that outlines – in general – how the IG team plans to accomplish the RAV.**
- **The concept plan can take the form of a memorandum or a slide briefing – or both (physical output of this step).**

Readiness Assistance Visit

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Step 2

DEVELOP CONCEPT

The RAV must have a Directive

- **RAV concept should include – at a minimum – the following items:**

  RAV Purpose (from the Research step)

  RAV Objectives (from the Research step)

  Scope of the RAV (describes the team's task organization and overall focus)

  Required Resources (specifies the SMEs required by area of expertise)

  Timeline (outlines the key milestone dates)

  Notification (explains how the RAV teams plan to notify the units)

- **The directive gives the IG the authority to assemble an RAV Team and conduct the RAV.**

Readiness Assistance Visit

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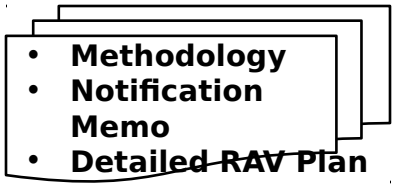
Step 3

DETAILED PLANNING



- **A methodology is nothing more than the RAV team's plan for physically conducting the RAV. It may include:**
  - **Task Organization of the RAV Team (includes functional specialty augmentees)**
  - **Standard Methodology**
  - **Sample RAV Itinerary**

tification Memorandum and the Detailed RAV Plan are not unlike their inspectio unterparts: they anticipate and answer the questions the unit may ask.

Readiness Assistance Visit

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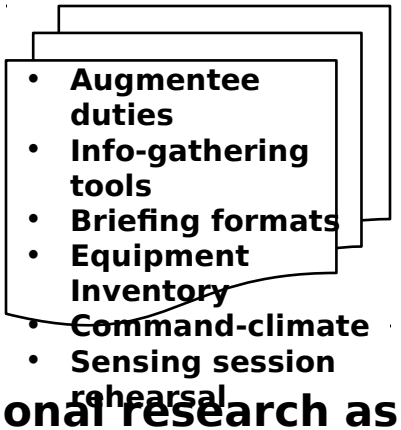
Step 4

PREPARATION AND REHEARSAL



- **Conduct additional research as required**
- **Define responsibilities of the RAV Team augmentees**
- **Train and rehearse augmentation personnel**
- **Develop information-gathering tools**
- **Develop the in-briefing slides and out-briefing format**
- **Develop OIP training material (classes for systems)**
- **Rehearse, Rehearse, Rehearse!!**

Readiness Assistance Visit

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Step 5

CONDUCT THE RAV

- Out-briefing

- **Execute your methodology and the itinerary you developed with the unit or staff agency.**
- **Conduct the in-briefing to inform the unit leaders of the purpose and scope of the RAV (develop a standard in-briefing for all units).**
- **RAV team members must determine the proficiency and knowledge level of the functional-area representative and tailor the training accordingly and assist them in *THEIR* development of a checklist that will help them see *themselves*.**
- **Assist the unit representatives in developing an out-briefing (develop a standard slide format) that they will use to out-brief *THEIR* commander on what they inspected.**

The out-briefing is NOT an IG product !!

Readiness Assistance Visit

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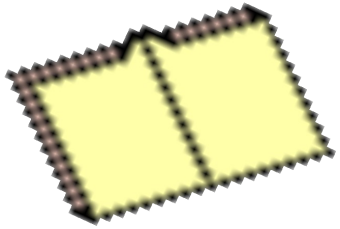
Step 6

RESULTS TO DIRECTING AUTHORITY

- **Out-briefing book With detailed results**



- **Providing the results to the directing authority may be a formal or informal event depending on the commander's guidance.**

- **In each case, however, the RAV team must prepare for the commanding general a briefing book that includes the same slides that the unit's representatives briefed their commander along with the completed general inspection checklists.**

Readiness Assistance Visit

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Step 7

FOLLOW UP

- **Schedule a follow-up visit about six to eight weeks following the original RAV.**
- **Normally a one day event that does not need to include the entire original team.**
- **Team members can coordinate with and conduct follow-up on an individual basis as well based on need for additional training or based on level of improvement.**
- **Based on input from the RAV Team, the Command IG or designated representative should then contact the unit commander and inform him or her that the RAV has met it's goals and close out the RAV.**
- **The Command IG should also close out the RAV with the commanding general.**

Readiness Assistance Visit

ELO 4

Step 1 Research

- Purpose
- Objectives

Step 2 Concept Development

- Concept Memo
- Directive

Step 3 Detailed Planning

- Methodology
- Notification Memo
- Detailed RAV Plan

Step 4 Preparation and Rehearsal

- Augmentee duties
- Info-gathering tools
- Briefing formats
- Equipment inventory
- Command-climate
- Sensing session rehearsal

Step 5 Conduct the RAV

- Out-briefing

Step 6 Results to the Directing Authority

- Out-briefing book with detailed results

Step 7 Follow-Up

The Teaching and Training Guide, Section 3-3, page 3-3-3

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Review

1. **How can IGs conduct teaching and training as both an embedded and independent function?**

2. **What is the purpose and goals of an IG-to-IG Staff Assistance Visit?**

3. **What is the purpose and objectives of a Readiness Assistance Visit?**

4. **Name the seven steps of a Readiness Assistance Visit and their outputs.**